

# **\*5 Year Continuous Improvement Plan 2014-2019 DRAFT**

**Short Term Goals (To achieve within 1-2 years)**

**Long Term Goals (To achieve within 3-5 years)**

Green Indicates Progress Towards Goal

## **Philosophy Statement**

Xavier's philosophy rests in the vision of a thorough classical education which is embodied in the following statement:

**No nobler training exists but that which cherishes the good, the beautiful, and the true, thus producing disciples of knowledge and lovers of wisdom.**

"...for then our youth shall dwell in a land of health, amid fair sights and sounds, and receive good in everything; and beauty, the effluence of fair works, shall flow into the eye and ear, like a health giving breeze from a purer region, and insensibly draw the soul from the earliest years into likeness and sympathy with the beauty of reason." ~Plato's *Republic*

## **Mission Statement**

Xavier Charter Schools are dedicated to providing a classical, intellectually rigorous, content-rich, liberal arts education, preparing students to excel in every duty and guiding them toward wisdom and virtue.

Classical Education is defined as teaching by the same educational principles and toward the same educational pursuits as the ancients. To do so is known as the Trivium, Latin for "the three roads". The three classical subjects are called Grammar (Elementary years), Logic (Middle School years), and Rhetoric (High School years). Levels of development in the classical sense are Knowledge, Understanding, and Wisdom. The picture is that human beings have three areas of mental capacity: one for gathering up information (*Knowledge*), a second for arranging the information in a logical order (*Understanding*), and a third for putting this information and this ordering to practical use (*Wisdom*). These three capacities are mutually dependent upon each other, but have a logical and developmental order between them. They all develop at the same time, from birth, yet they each pass through periods of intensive development until they finally meet each other and work harmoniously together. Classical Education weaves the subjects of literature, history, language, art, music, dance, math and science together to formulate a student's foundation in cultural literacy.

Xavier Charter School's classical mindset of training a virtuous population is supported by a high-energy, high-expectation program known as Great Expectations. Pillars of Character are taught through literature, poetry, prose, quotes, and writing with the end goal of equipping leaders of tomorrow through training of the body, mind and spirit.

Body: The atmosphere of the school and the classrooms will reflect mutual respect so that students will feel empowered to take risks necessary for growth and learning. Mistakes will be seen as opportunities to learn and all ideas will be valued.

Teachers will possess positive attitudes necessary to shape and facilitate learning in the classroom through encouraging, believing in the students, caring and requiring excellence in every detail.

Mind: We will seek to challenge every student all of the time through a coherent and orderly classical education curriculum.

We will have high expectations of our students, and our teachers will possess knowledge and skill necessary to assist students in achieving those high expectations.

Students will learn to value knowledge for knowledge's sake.

Spirit: Students will develop the self-respect and discipline necessary to allow them to achieve their personal goals and to become active, responsible members of their communities.

Xavier's uniqueness will be exemplified by:

- The consistency of the instruction models used throughout K-12. Starting with direct instruction in the lower grades and progressing through to Socratic Teaching, concept development, synectics and inquiry models; students will be able to recognize instructional models from grade to grade. Instruction will have the appearance of a spectrum, rather than a patchwork quilt. Students will be able to take those instructional techniques and incorporate them into learning strategies.
- The consistency of the cultural/climate expectations. Behavioral standards are the same for each classroom and teacher throughout the school.

**Strategic Goal 1: Xavier Charter School will recruit, employ, develop and retain a highly qualified workforce which will help achieve the mission and goals of our school.**

**Short Term Goals:**

- 1.1.1 The Organizational structure at Xavier Charter School will be clearly defined with continued communication.
- 1.1.2 Meaningful engagement of the faculty in the Xavier Charter School culture by providing opportunities to serve on committees and ad hoc task forces.
- 1.1.3 The framework of a Professional Development Plan for Certified Staff will be assessed and evaluated annually.
- 1.1.4 The Framework for a Mentor Program for newly hired Certified staff will be in place. Ongoing
- 1.1.5 Prioritize Certified staff salaries during the budget process to target a level above the State of Idaho salary scale.
- 1.1.6 Identify colleges and universities that can offer classically trained/liberal arts teachers and create a presence and relationship with them. Work directly with Department Heads as recruitment contact and attend job fairs.

Teachers will be actively recruited from local teacher fairs as well as institutions that are well versed in Classical Education and/or Liberal Arts Education.

**Performance Measures:**

- 1.1.1 The following documents are complete as of May 2019: Organizational Chart (including chain of command) and Job Descriptions for new positions for the Business Office. New key role positions will have a current job description.
- 1.1.2a Committee work opportunities presented to Faculty regularly. Ongoing
- 1.1.2b Teacher/Staff Satisfaction and/or Teacher/Staff Engagement surveys completed annually each spring. Baseline surveys completed Spring of 2015. Ongoing
- 1.1.2c Recognition award for faculty made by the Xavier Board based on Xavier Charter School's vision and mission. Monthly
- 1.1.2d Involve at least 50% of the faculty in one of the committee work opportunities.

- 1.1.3 Written Professional Development Plan draft framework complete and presented to faculty for comment. Updated annually. Ongoing
- 1.1.4 Faculty Mentor Program completed for each school. Assessed and updated annually
- 1.1.5a Certified Staff salaries target a level above the Idaho salary scale. Teacher Satisfaction and/of Teacher Retention of at least 85% in Logic and Rhetoric Schools by Fall 2019. 90% Teacher Retention for 2017-18 fiscal year. Ongoing-Hard to fill positions are offered a sign-on bonus.
- 1.1.5b Plan to target certified salaries in developing and planning. Completed
- 1.1.5c Form a Salaries Committee and report before the 2019-2020 Budget season. Spring 2019
- 1.1.6a Reach out to Dartmouth, Hillsdale, and Midwestern State University. Spring 2019
- 1.1.6b Invite our legislators to Xavier Charter School twice a year and hold a feedback session. November 2018/April 2019

### ***Long Term Goals:***

- 1.2.2 *Prioritize and participate in student teaching programs as reasonably possible based on availability.*
- 1.2.3 *Increase Certified performing arts positions as enrollment and facilities allow/demand: Dance, Drama and Music positions. Ongoing*

### ***Performance Measures:***

- 1.2.1 *Continue relationships with constant communications; actively pursue as education graduates are available.*

**Strategic Goal 2: Xavier Charter School will ensure an exemplary education for all students, K-12, by focusing on teaching a Classical Education curriculum, supported by interacting with one another as set out in an Xavier modified version of Great Expectations.**

### **Short Term Goals:**

- 2.1.1 Provide an exceptional education, K-12, utilizing a quality Classical Education Curriculum, exemplary instruction and model leadership that complies with all State and Federal education standards.
- 2.1.2 Classical Education Curriculum will be coordinated across grade levels for purposeful understanding. Ongoing
- 2.1.3 Promote opportunities for Character Development within curriculum. Ongoing
- 2.1.4 Determine the role of AP, Honors, and Dual Credit classes in the curriculum at XCS. Ongoing
- 2.1.5 Explore and implement a dedicated process to identify, assist and support struggling students to experience educational success so that they may have a perpetual love of learning. Ongoing
- 2.1.6 Define goals needed to develop a sustainable Rhetoric School within a Classical Education context. Ongoing
- 2.1.7 Explore the benefits and feasibility for all day or extended kindergarten.

### **Performance Measures:**

- 2.1.1a Aggregate score for all grade levels at XCS will be above the state average on the SDE Standardized Test and IRI for K-3. Spring 2018: See attached for the scores for the SDE Standardized Test. The scores for the Spring 2018 IRI testing were a “at benchmark” percentage: K= 80.85%, 1<sup>st</sup>= 83.93%, 2<sup>nd</sup> = 81.82%, and 3<sup>rd</sup> = 89.09%; \*No results were posted to the State website.

- 2.1.1b PSAT aggregate scores for all sophomores will be above the state average. Ongoing
- 2.1.1c Graduation rate (defined as number of students who successfully graduated from XCS divided by the number of students who attempted any part of their senior year at XCS that same year) will be at least 90%. Class of 2018 = 100% Ongoing
- 2.1.1d At least 75% of Juniors at XCS will be “college ready” in Evidence Based Reading and Writing and Mathematics on the SAT. College Ready Spring of 2018: Evidence Based Reading and Writing=73% and Math=55% Ongoing
- 2.1.1e Aggregate score on the SAT for Juniors at XCS will be at least 1000. Spring 2018= 1096
- 2.1.1f Successful completion rate on Senior Compendium of at least 90%. Completion Rate: 100%; Ongoing
- 2.1.1g Publish acceptance rates to different colleges. May 2019
- 2.1.1h Develop a Dashboard to show all the data in the Performance Measures goals 2.1.1a-g. May 2019
- 2.1.2a Develop a curriculum map for all core classes for 7<sup>th</sup> – 12<sup>th</sup> grades. Met in the Fall 2018
- 2.1.2b Evaluate a curriculum map for core pieces including unit plans, lesson plans, assessments, and primary resources. Fall 2019
- 2.1.3 Present one of the 9 Pillars of Character to the student body once a month. Ongoing
- 2.1.4a AP classes, Dual Credit, and Honors designation for classes will be determined before the Spring lottery. Ongoing
- 2.1.4b Publish the current course offerings on the XCS website. May 2019
- 2.1.5a To track the success of the Literacy Plan with data results. Ongoing
- 2.1.5b Develop a checklist of basic training for Title I paraprofessionals. Ongoing
- 2.1.5c Develop meaningful benchmark for identification of at-risk students in 7-10<sup>th</sup> grades. Spring 2019
- 2.1.6 Recruit a person to teach a Logic course for 7<sup>th</sup> -12<sup>th</sup> grades. Ongoing
- 2.1.7 Research benefits and feasibility for all day or extended kindergarten and present the results to the Board by Fall 2020.

### ***Long Term Goals:***

- 2.2.1 *Develop a strategy to incorporate scheduling of more elective classes.*
- 2.2.2 *Develop and implement a plan to sustain current enrollment numbers K-12.*
- 2.2.3 *Develop the feasibility of bringing a STEM curriculum to Xavier Charter School by implementing it into the classical education model. Ongoing*

### ***Performance Measures:***

- 2.2.2a *Maintain current enrollment in Logic School (5-8). 100% Fall 2016. Ongoing*
- 2.2.2b *Maintain current enrollment in the Rhetoric School (9-12). Increased 12% from 2015 enrollment. Ongoing*
- 2.2.3 *Charter re-write complete, approved by XCS Board and submitted to PCSC by June 1, 2016. Completed*

## **Strategic Goal 3: Xavier Charter School will provide responsible stewardship of its financial resources and proactively pursue all resources necessary to meet current and future demands**

### **Short Term Goals:**

- 3.1.1 The financial resources that support the educational program at XCS will be managed in accordance with GAAP. Priority will be given to funding programs that align with the mission

- and vision of XCS. An adequate carryover, sufficient to provide for unexpected circumstances or to provide stability for bond investors, shall be maintained. Ongoing
- 3.1.2 Purposefully seek out and apply for grant opportunities to support the mission and vision of XCS. Ongoing
- 3.1.3 Review contracts and purchasing procedures on a regular basis to ensure best prices for XCS. Ongoing
- 3.1.4 Develop plan for facility funding that will provide long term sustainability for XCS. Ongoing
- 3.1.5a Participate in lobbying at the state level for increased funding for charter schools, increase in teacher base pay to attract more people to the profession.
- 3.1.5b Lobby to allow for highly qualified professionals who are not certified to enter the teaching profession (allows the “best and brightest” to teach in the classroom whether they are certified or not).
- 3.1.5c Lobby to allow for charter schools to participate in receiving funding from local bond levies.
- 3.1.6 Engage in an energy audit of the XCS facility, perhaps through Idaho Power, in order to increase efficiency and cost savings.

### **Performance Measures:**

- 3.1.1a Annual audit of XCS will have no major findings. Completed with an unmodified opinion for fiscal years 2013-14, 2014-15, and 2015-16. Ongoing
- 3.1.1b General Fund carryover will never fall below the amount required by our bonding agency. Ongoing
- 3.1.2 Grant revenue awarded to XCS will be at least \$50,000. June 2018 Grant revenue for 2016-2017 = \$28,160.90
- 3.1.3 Increases in the annual amounts for vendor contracts and purchase of classroom supplies will not exceed 5% from year to year OR commensurate with increases in enrollment.
- 3.1.4a Develop a sustainable plan for expansion and function of space.
- 3.1.4b The Phoenix Fund will operate in achieving the goals of the mission and vision of Xavier Charter School.
- 3.1.4c Hire and fund a Director for the Phoenix Fund. June 2018
- 3.1.5 The Xavier Board will have an annual meeting with its local legislators to discuss education issues. Ongoing
- 3.1.6 Present energy audit report to the Xavier Board. January 2018

### **Strategic Goal 4: Xavier Charter Schools will effectively communicate the schools' mission and vision and allow stakeholder involvement in an effort to build support in our community**

#### **Short Term Goals:**

- 4.1.1 Purposefully and effectively articulate the Xavier Charter School Vision and Mission to XCS Faculty/Staff Team, students, stakeholders and community. Ongoing
- 4.1.2 Develop a relationship with Administration and Staff at other charter schools in Idaho and other states that share a common mission, vision, or values with Xavier Charter School. Ongoing
- 4.1.3 Develop and maintain a school-wide social media campaign. Ongoing
- 4.1.4 Develop a more effective parent survey tool that measures stakeholder satisfaction, knowledge of Xavier's mission and vision, etc. The aggregate findings of this survey will be reported to the Board. Ongoing

## Performance Measures and Benchmarks:

- 4.1.1a Develop a vertical response form to our newsletter.
- 4.1.1b Present the XCS Mission to our internal community (teachers, staff, students and stakeholders) in our Newsletter, on the school's forms, on our internet website, in teacher blogs, and in our students and faculty handbooks. **Ongoing**
- 4.1.1c Reinstate a community open house that coincides with the lottery by November 2020.
- 4.1.1d Communicate Vision and Mission utilizing Strategic Marketing Plan. **Ongoing**
- 4.1.1e XCS Student Council actively involved in educating peers. Possible venues include school assemblies or the Student Council webpage. **Ongoing**
- 4.1.1f Increased XCS Faculty/Staff Team satisfaction by June 2018 compared to baseline data from May 2015.  
Increased XCS student satisfaction by June 2018 compared to baseline data from 2015.  
Increased XCS stakeholder satisfaction by June 2018 compared to baseline data from 2015.  
Increased community approval by June 2018.
- 4.1.1g Update XCS marketing brochure for visiting parents, students, and community members by Spring 2019.
- 4.1.1h Compare the Rhetoric School enrollment, retention, and Waiting List beginning May 1, 2019.
- 4.1.2 Annually send XCS Team to other exemplary schools like Renaissance Arts, Victory Schools, and Harbor Method Schools.
- 4.1.3a Increased communications and satisfaction among stakeholders and community. **Ongoing**
- 4.1.3b Add social media mechanism for submitting pictures and add more administrators in order to keep Facebook updated. **January 2020**
- 4.1.4a A new survey tool that includes questions regarding parent knowledge of XCS's mission and vision will be developed by the Xavier Administration by the Spring of 2020.
- 4.1.4b The new survey tool will be administered once a year after it has been developed. **Ongoing**

## Long Term Goals:

- 4.2.1 *Develop a relationship with Administration and Staff at other charter schools in the United States that share a common mission, vision or values with Xavier Charter School. **Ongoing***

## Performance Measures:

- 4.2.1 *Determine school(s) to visit that align with XCS mission and vision. Travel proposal will be presented to the Board.*

## **Strategic Goal 5: Xavier Charter Schools will develop fundraising and marketing strategies that are driven by the mission, vision and values of the school**

## Short Term Goals:

- 5.1.1 Develop Strategic Marketing Plan that is in alignment with the XCS Vision and Mission.
- 5.1.2 Develop Strategic Fundraising Plan that is in alignment with the XCS Vision and Mission.
- 5.1.3 Maintain the Xavier Charter School Phoenix Fund.

## Benchmarks

- 5.1.1a Develop a marketing committee to support the mission and vision of Xavier Charter School.  
Develop a marketing plan for new students.



- Develop a marketing plan that includes objectives, organization, and a master plan.
- 5.1.1b The marketing committee will review the Marketing Plan with XCS Xavier Board twice a year once established.

**Performance Measures:**

- 5.1.1a Increased XCS Faculty/Staff Team satisfaction with Marketing by June 2019.  
Increased XCS student satisfaction with Marketing by June 2019.  
Increased XCS stakeholder satisfaction with Marketing by June 2019.  
Increased community approval by June 2019.
- 5.1.1b Maintain enrollment and Waiting List at 80% of capacity. **Completed**
- 5.1.2a Pursue grant opportunities that are in alignment with our charter, educational model and operating needs. Track awarded grants. **Ongoing**
- 5.1.2b Explore the option of hiring a part time or full time executive director for the Xavier Foundation.

***Long Term Goals:***

- 5.2.1 *Set up a focus group table at the Parent Teacher Conference and talk with people by Fall 2019.*
- 5.2.2 *Actively seek out a Sponsor to help purchase/build the new classroom space with branding opportunity (i.e. Albertson's Stadium).*

**Strategic Goal 6: Xavier Charter School will provide and manage the district's facility in accordance with programmatic needs and best management practices**

**Short Term Goals:**

- 6.1.1 Perform an annual review and make necessary revisions to the comprehensive Safety Plan that promotes a continued safe school environment to be presented annually. **Ongoing**
- 6.1.2 Develop an in-depth, multi-year maintenance plan for the XCS facility that will ensure that the building will provide a safe and appropriate learning environment for students. **Ongoing**
- 6.1.3 Develop Critical Needs Assessment for Expansion and support of the curriculum. **Ongoing**
- 6.1.4 Develop and update a Safety Plan for all facilities annually. **Ongoing**

**Performance Measures:**

- 6.1.1a Crisis management plan present in every classroom prior to the start of each academic year. **Ongoing**
- 6.1.1b Training for staff and students on utilizing the crisis management plan is done at least once per semester. **Completed and ongoing**
- 6.1.2a Comprehensive maintenance plan/rotation for XCS facilities presented to Board annually.
- 6.1.2b Continue to work with the building contractor to provide space for Xavier Charter School. **Ongoing**
- 6.1.3a Assess enrollment trends and strategically plan for the development of facilities, such as an Auditorium or classroom space, that align with the mission and vision of XCS reviewed annually.
- 6.1.4a Annually review a safety plan for traffic issues that includes stop signs, flashing crosswalks, or traffic lights etc. **Ongoing**
- 6.1.4b Investigate safety measures including smoke detectors, property fencing, and installation of additional cameras and develop financial plan to purchase and install. **Spring 2020**

***Long Term Goals:***

- 6.1.5 Review Food Services.*
- 6.2.1 Continue to explore the possibilities of replication.*

***Performance Measures:***

- 6.1.5 Review the source selection, grant selection, and federal funding for food services.*
- 6.2.1 Reach following thresholds before replicating:*
  - Fully Developed Rhetoric Curriculum*
  - Master Schedule*
  - High Performance across Grammar, Logic, and Rhetoric schools*
  - Standardized Operations Book*
  - Bond 10-year mark (2025)*
  - Access to levies or other funds*
  - Research other charters as to why other charters have not replicated when they have a long waiting list*